

COUNTY ADMINISTRATOR

James O. McReynolds



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October 4, 2001

The Board of Supervisors
County of York, Virginia

Dear Members of the Board:

We are pleased to submit to you the Comprehensive Annual Financial Report of the County of York for the fiscal year ended June 30, 2001, as required by the *Code of Virginia*. The Department of Financial and Management Services have prepared this report in accordance with the standards of financial reporting prescribed by the Governmental Accounting Standards Board, the Financial Accounting Standards Board, and the Auditor of Public Accounts of the Commonwealth of Virginia. The independent certified public accounting firm of Goodman and Company, LLP, has audited the financial statements and their opinion is contained within this report.

Responsibility for both the accuracy of the presented data and the fairness of the presentation, including all disclosures, rests with the County. We believe the data, as presented, is accurate in all material respects; that it is presented in a manner designed to fairly set forth the financial position and the results of operations of the various funds and account groups of the County; and that all disclosures necessary to enable the reader to gain maximum understanding of the County's financial activity have been included.

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A Hampton Roads Community

The Comprehensive Annual Financial Report is presented in three sections: introductory, financial, and statistical. The introductory section includes this transmittal letter, the government's organizational chart, and a list of principal officials. The financial section includes the auditor's report on the financial statements, schedules and compliance, the general-purpose statements, the combining and individual fund and account group financial statements and schedules and supplementary information. The statistical section includes selected financial and demographic information, generally presented on a multiyear basis.

The County government is required to undergo an annual single audit in conformity with the provisions of the Single Audit Act Amendments of 1996 and US Office of Management and Budget Circular A-133, *Audits of States, Local Governments and Non-Profit Organizations*. Information related to this single audit, including the schedule of expenditures of Federal awards, findings and questioned costs, and auditor's reports on internal control and compliance with applicable laws and regulations are included in the financial section of this report.

The County, as a separate and distinct political entity, provides a wide range of municipal services as contemplated by statute. Major functions include general government services, judicial services, public safety, environmental and development services, financial and management services, education and educational services, human services, general services, and community services. In addition, the County operates and maintains a solid waste disposal program and water and sewer utility systems service geographically dispersed areas of the jurisdiction.

The County has included in its financial statements two discretely presented component units. Discretely presented component units are entities that are legally separate from the County, but for which the County is financially accountable, or whose relationships with the County are such that exclusion would cause the County's financial statements to be misleading or incomplete. The component units are the York County Public Schools and the Industrial Development Authority of York County.

ECONOMIC CONDITION AND OUTLOOK

York County continues to enjoy a relatively strong local economy. During the year, population grew to more than 58,500 and both the residential and commercial tax bases continued to expand. While growth has increased demand for government services, it has also provided additional resources. These additional resources, coupled with the existing financial base, and the conservative fiscal policy of the Board of Supervisors and County management, enabled the continued provision of the same high level of government service that has come to be expected of York County. As the debt levels, revenue base, and fiscal reserves and bond rating indicate, the County has a solid financial foundation.

MAJOR INITIATIVES

During the formulation of the fiscal year 2001 budget, the Board of Supervisors and County Administrator directed that the governmental emphasis be focused on maintaining a high level of support for the operation and construction of the schools, continued maintenance and extension of municipal water and sewer service, and the capital improvements program of the County. Accordingly, this direction was translated into a number of specific projects to which major portions of the available resources were allocated.

Operations

Parks and Recreation

On June 1, 2001, a ribbon cutting ceremony was held for the Senior Center of York. The Senior Center more than doubled the size of its facility by moving into 6,367 square feet of leased space in the Washington Square Shopping Center. The Center offers a wide variety of classes in computers, art, ceramics, crochet, knitting, body recall and line dancing for the senior adults of York County and the surrounding area.

Planning

The Comprehensive Plan, titled *Charting the Course to 2015*, provides a road map for the County for the next 14 years. After an extensive review of the existing plan, involving citizens and civic and business groups, the Board of Supervisors adopted a revised plan on October 6, 1999. Goals and initiatives discussed in the plan include encouraging quality commercial growth, support of the County's School division, purchase of conservation easements and environmentally sensitive lands, development of new recreational facilities, beautification of major entrances and commercial corridors including placing existing overhead utilities underground, construction of bicycle and pedestrian improvements leveraged with local funding, continued modernization and improvement of the County's emergency response and management capabilities, and upgrading the technology available to County students and citizens.

Stormwater Maintenance Program

The stormwater maintenance program continues to address ongoing drainage maintenance within County easements. For fiscal year 2001, the stormwater capital improvements program included Skimino and Tabb Middle School stormwater projects. Fiscal year 2002 projects include the areas of Marlbank Cove, Lackey, Carver Gardens, Country Club Acres, Lakeside Forest and Moores Creek.

Industrial Development Authority

In September of 2000, the three full time employees of the Industrial Development Authority (IDA) became full time employees of the County under the Office of Economic Development. The IDA will continue to exist as a legal entity.

The Office of Economic Development has been successful in attracting a number of new businesses to the County during fiscal year 2001. The Kiln Creek area added Chick-Fil-A, Pizza Hut and Ruby Tuesday. In the fall of 2001, Wal-Mart will begin construction of a 200,000 square foot super center at the intersection of Route 17 and Victory Boulevard. Seaford Transfer and Riverside Brick are building new facilities in Victory Industrial Park and Just Plumbing and Custom Gardens moved into the Park. Also, Upper York County has seen quite a bit of activity as well. The Busch Corporation began construction of the Penniman Road Commerce Park by breaking ground on a 30,000 square foot multi-tenant industrial flex building. The International Center Business Park in the Mooretown Road area will consist of a 17,000 square foot showroom/warehouse constructed by Ferguson. In the Lightfoot area, Wal-Mart will be constructing another 200,000 square foot super center.

Capital Improvements Program

The County's six-year capital improvements program indicates that a major emphasis will continue to be placed on expansion of water and sewer facilities, school facilities, maintenance and expansion of buildings and improvement of stormwater facilities. Growth in the County's population is projected to continue an upward trend. Along with this growth, the County can anticipate an increased demand for government services.

County Facilities

The County is conducting a major renovation project within its facilities.

- The Finance Building (formerly the District Court Building) was renovated and houses the Department of Financial and Management Services and the offices of the Treasurer and Commissioner of the Revenue. This project was completed in November of 2000.
- The Administration Building was renovated and houses the County Administrator's office, the County Attorney's office, the Registrar, the administrative offices of Community Services, the Office for the Revitalization of Yorktown, and the Industrial Development Authority. This project was completed in the spring of calendar year 2001.
- An addition to the Environmental & Development Services Building was constructed during fiscal year 2001. These offices house the Engineering Division of the Sewer Utility section of this Department.
- Fire Stations 2 and 3 will be renovated during fiscal year 2002 to include the replacement of bay doors and upgrades to restrooms, bunkrooms and kitchen areas.

Yorktown Library

The Yorktown Library had extensive renovations to include new carpeting, lighting, painting, and reconfiguration of book stacks and new circulation and reference desks to meet the customer needs. The project took approximately three months and the Library reopened in January 2001.

Yorktown Capital Improvements

The County is committed to the revitalization of the Riverfront area in Historic Yorktown and other highly visible sections of Yorktown. In October of 2000, the Board of Supervisors adopted the fiscal year 2001-2007 Yorktown capital improvements program as a long range planning document.

The construction of phase I of the Riverwalk project has been completed and included installation of new sewer, water and drainage systems, road pavement, undergrounding of utilities and installation of walkways and landscaping. The

walkway stretches from Read Street west to the sewer pump station near Mathews Street. Phase II - Wharf will include the restoration and adaptation of the 60+ year old wharf and freight shed into a facility housing displays and information related to the history of the waterfront and the various types of sailing ships, steamers, ferries and other vessels that have frequented the Port of Yorktown over the course of its rich history. Also, a pier and observation deck will be constructed to be capable of docking dinner cruise boats, passenger cruise lines, tall-ships, and recreational boats.

Other projects within the Yorktown Capital Improvements Program include the following:

- Utility Undergrounding – to improve aesthetics by placing existing overhead utilities underground in other highly visible areas in Historic Yorktown.
- Streets, Walkways and Drainage – to improve drainage, enhance existing or add new walkways, improve street surfaces, enhance pedestrian lighting, and improve signage.
- Shoreline Stabilization – to stop or minimize the loss of sand from the Yorktown shoreline and to protect the shoreline from the damaging storms.

Water and Sewer Projects

A schedule of major water and sewer construction projects in the County's Capital Improvements Program is below.

<u>Project</u>	<u>Type</u>	<u>Target Completion Date</u>	<u>Properties</u>
Claxton Creek	Sewer	FY2002	121
Piney Point	Sewer	FY2002	189
Barcroft Drive	Sewer	FY2002	81
Dare Heights	Sewer	FY2001	75
Tide Mill Road	Sewer	FY2002	52
Skimino Hills	Sewer	FY2002	165
Falcon/Loblolly Drive	Sewer	FY2004	110
Back Creek Road	Sewer	FY2003	54
Marlbank Area	Sewer	FY2003	197
Allens Mill Road	Sewer	FY2005	60
Darby/Firby Area	Sewer	FY2005	50
Queens Lake Area	Sewer	FY2007	575

<u>Project</u>	<u>Type</u>	<u>Target Completion Date</u>	<u>Properties</u>
Waterview Road	Sewer	FY2008	55
Willey Road	Sewer	FY2008	80
Dare	Water & Sewer	FY2002	630
Patricks Creek	Water & Sewer	FY2001	63
Schenck Estates	Water & Sewer	FY2006	76
Burts Road	Water & Sewer	FY2005	30

The County issued revenue bonds on December 1, 1999 for \$9.4 million to support the Utilities Strategic Capital Plan relating to sewer projects. These bonds will be repaid from the Sewer Utility Fund's revenues.

Schools

Tabb Middle School Renovations

In September 2001, a complex renovation project at the Tabb Middle School was completed. The project took two years to complete. In the first year, a 29,000 square foot addition housing ten classrooms, three science labs, four non-core classrooms, a new gym, and a media center were added to the school. The second phase consisted of renovating the existing building including the kitchen, cafeteria and gym area. In fiscal year 2002, site work construction of the fields and grounds will begin and should be completed by August 2002.

Bruton High School Renovations

The design work for a major renovation project will begin in fiscal year 2002. Construction will begin in fiscal year 2003 to include roof replacement, HVAC system renovation, lighting, ceiling, and classroom renovations.

Bethel Manor Elementary Renovations

In fiscal year 2002, construction of eighteen classrooms, site renovations and site improvements will begin and be phased in over two fiscal years.

Regional and Joint Cooperation

Regional Jail

Along with James City County and the cities of Williamsburg and Poquoson, the County is a member of the Virginia Peninsula Regional Jail Authority. The Authority was created in 1993 for the purpose of constructing and operating a single jail for the participating localities. The project was developed to relieve the severely overcrowded conditions at existing facilities in the County and other jurisdictions. With the opening of this facility in June 1997, the County-owned facility was demolished and converted to additional parking for activities in the Yorktown historic area.

Juvenile Jail Facility

A regional coalition was created involving 16 counties and 2 cities, of which the County is a voting member, to secure a juvenile detention facility. A 48-bed facility was opened in December 1997 to meet the demand for secure juvenile detention placements among the member jurisdictions.

Other Projects

The County will continue to participate in a number of entities intended to address regional activities such as transportation, economic development, and planning. The number of studies and planning projects done regionally will likely increase over time as localities within Hampton Roads recognize their shared future.

In addition, the County is participating in a regional raw water study group to have a new reservoir constructed. This reservoir should meet the water needs for the region well into the future. The County is also working with the City of Newport News to establish a long-term water supply agreement for the upper portion of the County.

FINANCIAL INFORMATION

The County's accounting records for general governmental operations are maintained on the modified accrual basis. This essentially involves the recording of revenues when they become measurable and available and the recording of expenditures when the goods and/or services are received or related fund liability is incurred. Accounting records for the County's enterprise (utility systems) and internal service (motor vehicle pool) funds are maintained on the accrual basis.

In developing and evaluating the County's accounting system, consideration is given to the adequacy of internal controls. Internal accounting controls are a system of methods, practices and procedures designed to provide reasonable, but not absolute, assurance regarding: (1) the safeguarding of assets against the loss from unauthorized use or disposition; and (2) the reliability of financial records for preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived therefrom; and (2) the evaluation of costs and benefits requires estimates and judgments by management.

All internal control evaluations occur within the above framework. We believe that the County's system of internal accounting control adequately safeguards assets and provides reasonable assurance for the proper recording of financial transactions. Budgetary controls are maintained to ensure compliance with the budget approved by the Board of Supervisors. The approved budget is used as a tool to monitor general government expenditures within the limits adopted by the Board. Encumbrances are used to reserve a portion of the applicable appropriation for purchase orders, contracts and commitments of the County. Open encumbrances are reported as reservations of fund balances at year-end.

GENERAL GOVERNMENTAL OPERATIONS

Revenues and Other Financing Sources

The General Fund is the accounting and financial entity within which all-general government operations of the County are reflected. Revenues and other financing sources for the General Fund totaled \$77.3 million for the fiscal year ended June 30, 2001. This represents an increase of 5.0% or \$3.7 million more than the comparable figure for the preceding fiscal year. The following is a summary of the various financing sources within the General Fund compared to fiscal year 2000 figures:

Table 1
General Fund Revenues and Other Financing Sources
By Source (in thousands)

	Fiscal 2001 <u>Amount</u>	Fiscal 2000 <u>Amount</u>	Actual Change from Fiscal <u>Year 2000</u>	Percentage Change from Fiscal <u>Year 2000</u>
General property taxes	\$ 50,721	\$ 47,093	\$ 3,628	7.7%
Other local taxes	16,315	15,906	409	2.6%
Use of money and property	2,022	1,874	148	7.9%
Other local revenue	1,786	2,076	(290)	-14.0%
Other governments	4,652	4,340	312	7.2%
Proceeds from capital leases	122	-	122	100.0%
Transfers in	1,656	2,325	(669)	-28.8%
Totals	<u>\$ 77,274</u>	<u>\$ 73,614</u>	<u>\$ 3,660</u>	5.0%

The increase in general property taxes is attributable to an increase in personal property and real property taxes, which is associated with normal growth of residential and commercial development which added to the assessment base. Personal property taxes and real property taxes increased by 8.8% or \$1.2 million and 7.2% or \$2.3 million, respectively.

Other local taxes such as Sales and Use Taxes, Business License Taxes, Hotel and Motel Room Tax, Restaurant Food Taxes, Emergency Telephone Service Taxes (E911) and motor vehicle licenses show moderate growth resulting in an increase of approximately \$400,000 or 2.6%. Use of money and property increased approximately 7.9% due to the increase in investment income and the receipts from the rental of towers throughout the County. Other local revenue decreased approximately 14% due to a reduction in fiscal agent fees, storm recovery revenue received in fiscal year 2000, and a reduction in workers' compensation dividends. Other governments increased by approximately 7.2% as a result of funding received from the State Compensation Board for two positions in the Commonwealth Attorney's office and one position for the Clerk of Court. Proceeds from capital leases for fiscal year 2001 is a result of a new AS400 computer lease.

At June 30, 2001, the School Operating Fund balance totaling approximately \$553,000 was transferred to the General Fund, which represented a decrease from June 30, 2000 of approximately \$729,000 in the Transfers In. The June 30, 2001 balance reflects excess revenues over expenditures attributed to miscellaneous unspent funds.

Expenditures and Other Financing Uses

The following table presents the expenditures for the major functional areas of County Government for fiscal year 2001 as compared to similar figures for the preceding year:

Table 2
General Fund Expenditures and Other Financing Uses
By Major Functional Category (in thousands)

	Fiscal 2001 Amount	Fiscal 2000 Amount	Actual Change from Fiscal Year 2000	Percentage Change from Fiscal Year 2000
General Government	\$ 1,446	\$ 1,229	\$ 217	17.7%
Judicial Services	1,754	1,533	221	14.4%
Public Safety	13,868	12,696	1,172	9.2%
Environmental & Developmental Services	2,070	1,809	261	14.4%
Financial & Management Services	5,455	4,696	759	16.2%
Education & Educational Services	1,774	1,521	253	16.6%
Human Services	998	955	43	4.5%
General Services	3,892	3,650	242	6.6%
Community Services	2,092	1,818	274	15.1%
Non-Departmental/Debt Service	788	804	(16)	-2.0%
Capital projects	845	935	(90)	-9.6%
Transfers out	<u>42,912</u>	<u>38,995</u>	<u>3,917</u>	10.0%
Totals	<u>\$ 77,894</u>	<u>\$ 70,641</u>	<u>\$ 7,253</u>	10.3%

As is reflected above, General Fund expenditures increased 10.3% from the previous fiscal year. Significant changes for fiscal year 2001 include the following:

- All employees were granted a 5.4% market adjustment in their salaries as of July 1, 2000, which is reflected in the increases in the percentage change column in the above table.
- The increase of 17.7% in General Government is attributable to new office furniture and equipment for the renovated offices of County Administration and County Attorney.
- The increase in Judicial Services is attributable to new positions granted by the State Compensation Board for the Commonwealth's Attorney and Clerk of Court.
- The cost of housing prisoners in the Regional Jail facility is reflected in the increase in Public Safety.
- Environmental and Developmental Services reflects an increase due to the new Plans Examiner/Senior Inspector and Permit Technician positions in the Division of Building Regulations and the Code Compliance Officer position to support the code and enforcement program in the Division of Development and Compliance.
- Financial and Management Services's increase is due to new equipment and office furniture for the renovated offices in the Finance Building and a Budget and Financial Analyst position to support the daily operations, the Budget process, and the preparation of the Comprehensive Annual Financial Report of the Division of Budget and Financial Reporting.
- The increase in Education & Educational Services is attributed to a full year of operations at the Tabb Library and the increase in the Library's collection of books, CD's, and recording materials.
- The 6.6% increase in General Services is attributed to the new Coordinator-Inmate Workforce position added in the Grounds Maintenance division, an upgrade to a full time position for the Telecommunications Coordinator, and an increase in utility costs including electricity, water, and telephone.

- Community Services increase is due to the opening of New Quarter Park to the general public and an expansion of the Senior Center space.
- The increase in Transfers Out is attributed to the transfer to support Yorktown capital improvements and school operations and construction projects.

PROPRIETARY FUNDS

The County currently operates six Enterprise Funds and one Internal Service Fund. The Enterprise Funds provide the means to account for the operations of the County-operated utilities, the two sanitary districts, and the County solid waste disposal activity. The Internal Service Fund is used to account for the operation of the centralized motor vehicle pool.

The Enterprise Funds in the aggregate had an operating income during the fiscal period of \$1,194,935 with a net income of \$3,433,979. The Internal Service Fund reported an operating income of \$75,069. The retained earnings for all of the Enterprise Funds and Internal Service Fund increased by \$4,688,191 to \$32,842,326 at the end of the fiscal year. Given the size and nature of the County's proprietary funds, these retained earnings are prudent and adequate.

DEBT ADMINISTRATION

The ratio of net general bonded debt to assessed valuation and the amount of net bonded debt per capita are useful indicators of the County's debt position. The data as of June 30, 2001, as compared to the close of the previous fiscal year are as follows:

<u>Year</u>	<u>Population</u> <u>(1)</u>	<u>Assessed</u> <u>value of</u> <u>property</u> <u>(in thousands)</u>	<u>Net</u> <u>bonded</u> <u>debt</u> <u>(in thousands)</u>	<u>Ratio of net</u> <u>bonded</u> <u>debt to</u> <u>assessed</u> <u>value</u>	<u>Net</u> <u>bonded</u> <u>debt per</u> <u>capita</u>
2001	58,500	\$ 4,523,522	\$ 42,657	0.0094	\$ 729
2000	56,297	\$ 4,372,016	\$ 45,427	0.0104	\$ 807

Source (1): County of York - Planning Division, except for fiscal year 2000 - U.S. Department of Commerce, Bureau of the Census.

The decrease in net bonded debt of \$2.7 million is attributable to the retirement of approximately \$2.7 million of principal which was available in the debt service funds for the retirement of debt.

The County continues to maintain an excellent bond rating for local governmental jurisdictions of its type and size. The rating assigned by Standard & Poor's Corporation is AA and Moody's is Aa3.

In the fall of 2001, the County will be issuing \$17,500,000 General Obligation Refunding Bonds to refund the callable maturities of the County's \$25,000,000 General Obligation School Bonds. Also, in the fall of 2001, the County will be refunding the outstanding maturities of the County's \$2,750,000 Certificates of Participation, Series 1990 and \$2,400,000 Certificates of Participation, Series 1992 through lease revenue bonds totaling \$3,470,000 to be issued by the Industrial Development Authority of York County, Virginia.

CAPITAL PROJECT FUNDS

The Capital Project Funds are used by the County to account for the financing sources used to acquire and construct major capital projects for the general government. A major source of funding for the capital projects is transfers from the General Fund.

County Capital Fund

For fiscal year 2001, \$3.7 million was transferred to the County Capital Fund from the General Fund. During the year, capital project expenditures of \$3.9 million included the following:

- Completion of Phase I of the revitalization of the Yorktown waterfront (Riverwalk) and Ballard Street South.
- Renovations to the Yorktown Library.
- Completion of the renovations to the Finance and Administration Buildings.
- Installation of athletic field lighting for a football field at Seaford Elementary School and lighting for a soccer and baseball field at Dare Elementary School.
- Expansion of the Environmental and Development Services office building.
- Transfer to the schools for general maintenance including roof and HVAC replacement, classroom technology and for the construction of the Seaford Gym.

Yorktown Capital Improvements Fund

For fiscal year 2001, \$1.9 million was transferred to the Yorktown Capital Improvements Fund from the General Fund. During the year, capital project expenditures of approximately \$670,000 included the following:

- Land acquisition for the wharf and waterfront area.
- Installation of streetlights townwide.
- Brownstone and asphalt repaving of Yorktown streets.
- Design and engineering fees associated with parking lot and streetscape improvements.

CASH MANAGEMENT

The County Treasurer, through daily activity with several local banking institutions, carries out an aggressive cash management program. Temporarily idle funds are invested promptly in repurchase agreements and other instruments that are secured or collateralized by government securities as required by the *Code of Virginia*. Income from this cash management program was in excess of \$3.5 million for fiscal year 2001.

RISK MANAGEMENT

During fiscal year 2001, the County continued its long-standing practice of maintaining third party coverage for basic property, casualty, and liability risk. To enhance the attractiveness of the County in the competitive bid process for this coverage continued attention is given to loss management. Through the use of appropriate deductibles and the services of a professional risk management consultant, costs associated with this risk management program have been stabilized at an acceptably low level. The County and the School Division have contracted with a third party to administer a high-deductible workers' compensation program with risk of up to \$200,000 for each occurrence subject to a \$600,000 annual aggregate on the combined claims.

INDEPENDENT AUDIT

The *Code of Virginia* and the Commonwealth's Auditor of Public Accounts require an annual audit of the books of account, financial records, and the transactions of all administrative departments, agencies and activities of the County by an independent certified public accountant selected by the Board of Supervisors. This requirement has been complied with and the auditor's report has been included in the Financial Section of this report.

In addition to meeting the requirements set forth in State statutes and regulations, the audit was also designed to meet the requirements of the Single Audit Act Amendments of 1996 and related OMB Circular A-133. The auditor's reports, which relate specifically to the single audit, are included in the Financial Section of this report.

CERTIFICATE OF ACHIEVEMENT

The Government Finance Officers' Association of the United States and Canada (GFOA) awarded the Certificate of Achievement for Excellence in Financial Reporting to the County of York for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ended June 30, 2000. The Certificate of Achievement is a prestigious national award that recognizes conformance with the highest standards for preparation of State and local government financial reports.

In order to be awarded a Certificate of Achievement, a government unit must publish an easily readable and efficiently organized CAFR, whose contents conform to program standards. Such reports must satisfy both accounting principles generally accepted in the United States of America and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. The County of York has received a Certificate of Achievement for the last fifteen consecutive years (fiscal years ended 1986 through 2000). We believe our current report continues to conform to the Certificate of Achievement program requirements, and we are submitting it to the GFOA for review.

ACKNOWLEDGMENTS

The preparation of this report could not have been accomplished without the efficient and dedicated services of the staff of the Department of Financial and Management Services, especially the Division of Budget and Financial Reporting, the Office of the Treasurer, the School Division and the York/Poquoson Department of Social Services. I would like to express my appreciation to all of the members of these staffs who assisted and contributed to its preparation. I would also like to thank the members of the Board of Supervisors who, both individually and collectively, provided the guidance and support essential to the conduct of the financial operations of the County in a responsible and progressive manner.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "James O. McReynolds", written in a cursive style.

James O. McReynolds
County Administrator